Company Directors Report

CEO Biography - USD:

Year End:	Director Surname:	Director Name:	Director Gender:	Full Year on Board?:	Full year in position?:
2008	Brody	Hubert R	Male	Yes	Yes
2009	Brody	Hubert R	Male	Yes	Yes
2010	Brody	Hubert R	Male	Yes	Yes
2011	Brody	Hubert R	Male	Yes	Yes
2012	Brody	Hubert R	Male	Yes	Yes
2013	Brody	Hubert R	Male	Yes	Yes
2014	Brody	Hubert R	Male	No	No
2014	Lamberti	Mark J	Male	No	No
2015	Lamberti	Mark J	Male	Yes	Yes
2016	Lamberti	Mark J	Male	Yes	Yes
2017	Lamberti	Mark J	Male	Yes	Yes
2018	Lamberti	Mark J	Male	No	No
2019	Arbee	Osman S	Male	No	No
2019	Swanepoel	Marius	Male	No	No
2019	Akoojee	Mohammed	Male	Yes	Yes
2020	Akoojee	Mohammed	Male	Yes	Yes
2021	Akoojee	Mohammed	Male	Yes	Yes

CEO Remuneration - USD:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other:	Total Annual:	LTI Payment:	Total Including LTI:
2008	457,920	8,464	205,562	0	671,947	564,208	1,236,155
2009	488,115	89,606	361,221	0	938,942	0	938,942
2010	629,609	112,147	549,603	0	1,291,359	469,737	1,761,096
2011	702,149	126,934	565,903	0	1,394,986	0	1,394,986
2012	672,516	110,194	600,000	0	1,382,710	0	1,382,710
2013	659,318	105,455	603,977	0	1,368,750	0	1,368,750
2014	516,586	205,689	719,094	0	1,441,369	1,821,987	3,263,356
2015	0	0	0	0	0	0	0
2016	0	0	0	0	0	0	0
2017	122,418	0	0	0	122,418	0	122,418

2018	1,402,893	0	1,262,626	0	2,665,519	0	2,665,519
2019	1,454,713	998,562	18,690	392,962	2,864,928	211,200	3,076,128
2020	565,625	30,190	414,734	6,994	1,017,543	115,515	1,133,057
2021	761,559	37,751	1,078,450	8,629	1,886,388	0	1,886,388

Executive Director Remuneration - USD:

Financial Year:	No. of EDs:	Total Salary:	Cash Bonus	Other:	Total Annual:
2008	8	2,841,717	5,196,735	355,215	649,592
2009	7	2,645,887	5,266,022	377,984	752,289
2010	7	3,565,883	8,156,393	509,412	1,165,199
2011	7	3,856,734	9,007,020	550,962	1,286,717
2012	7	3,728,516	9,694,968	532,645	1,384,995
2013	7	3,316,364	8,685,341	473,766	1,240,763
2014	9	3,274,446	8,127,869	363,827	903,097
2015	8	2,430,769	5,261,538	303,846	657,692
2016	7	1,476,678	3,261,424	210,954	465,918
2017	6	2,279,725	4,889,365	379,954	814,894
2018	5	3,507,270	7,707,912	701,454	1,541,582
2019	3	1,454,713	2,864,928	484,904	954,976
2020	2	856,335	1,562,536	428,168	781,268
2021	2	1,152,945	2,910,621	576,472	1,455,310

Non-Executive Director Remuneration - USD:

Financial Year:	No. of NEDs:	Total Fees:	Average Fees
2008	15	623,216	41,548
2009	9	413,540	45,949
2010	10	547,655	54,766
2011	10	706,734	70,673
2012	10	659,742	65,974
2013	11	668,068	60,733
2014	12	692,960	57,747
2015	13	632,605	48,662
2016	12	559,119	46,593
2017	10	727,621	72,762
2018	11	730,716	66,429
2019	8	140,626	17,578

2019	8	140,626,138	17,576,267
2020	7	495,104	70,729
2021	8	702,236	100,319

CEO Remuneration - ZAR:

Financial Year:	Salary:	Benefits:	Cash Bonus	Other	Total Annual	LTI Payment	Total Including LTI
2008	3,787,000	70,000	1,700,000	0	5,557,000	4,666,000	10,223,000
2009	4,189,000	769,000	3,100,000	0	8,058,000	0	8,058,000
2010	4,525,000	806,000	3,950,000	0	9,281,000	3,376,000	12,657,000
2011	4,901,000	886,000	3,950,000	0	9,737,000	0	9,737,000
2012	5,212,000	854,000	4,650,000	0	10,716,000	0	10,716,000
2013	5,802,000	928,000	5,315,000	0	12,045,000	0	12,045,000
2014	5,357,000	2,133,000	7,457,000	0	14,947,000	18,894,000	33,841,000
2015	0	0	0	0	0	0	0
2016	0	0	0	0	0	0	0
2017	1,600,000	0	0	0	1,600,000	0	1,600,000
2018	18,333,000	0	16,500,000	0	34,833,000	0	34,833,000
2019	21,249,000	14,586,000	273,000	5,740,000	41,848,000	3,085,000	44,933,000
2020	9,705,000	518,000	7,116,000	120,000	17,459,000	1,982,000	19,441,000
2021	10,591,000	525,000	14,998,000	120,000	26,234,000	0	26,234,000

Executive Director Remuneration - ZAR:

Financial Year:	No. of EDs:	Total Salary:	Total Annual Remuneration	Average Salary	Average Remuneration
2008	8	23,501,000	42,977,000	2,937,625	5,372,125
2009	7	22,707,000	45,193,000	3,243,857	6,456,143
2010	7	25,628,000	58,620,000	3,661,143	8,374,286
2011	7	26,920,000	62,869,000	3,845,714	8,981,286
2012	7	28,896,000	75,136,000	4,128,000	10,733,714
2013	7	29,184,000	76,431,000	4,169,143	10,918,714
2014	9	33,956,000	84,286,000	3,772,889	9,365,111
2015	8	27,808,000	60,192,000	3,476,000	7,524,000
2016	7	21,781,000	48,106,000	3,111,571	6,872,286
2017	6	29,796,000	63,904,000	4,966,000	10,650,667
2018	5	45,833,000	100,727,000	9,166,600	20,145,400
2019	3	21,249,000	41,848,000	7,083,000	13,949,333
2020	2	14,602,000	26,810,000	7,246,500	13,405,000

2020	2	14,693,000	26,810,000	7,346,500	13,405,000
2021	2	16,034,000	40,478,000	8,017,000	20,239,000